COMPETENCY FRAMEWORK	Emerging	Developing	Performing	Transforming
Developing an Innovation Mindset	• Open to new ways of thinking about spread and adoption of innovative products and practices. • Eager to grow and curious about understanding needs within system/organisation and how innovation can meet challenges. • Interested in exploring innovation pathways through the organisational / system landscape.	• Understands the context of innovation within wider organisational and system needs. • Acknowledges risk and failure as inherent in innovation pathway. • Asks questions to drive practice. • Considers proportionate risk and takes steps to optimise conditions for innovation activity within own field.	• Feedback from experimenting and learning from failure inform new ways of thinking about innovation. • Demonstrates courageous and collaborative action, driven by a clear need. • Displays system thinking, and understands drivers and constraints for implementing innovation at pace and scale.	• Leads a community at scale to develop individual and systemic capacity for transformative change through understanding challenges and identifying evidence based innovation for spread and adoption. • Confidently models and champions divergent thinking, dynamic strategy, and moving to action.
Systems Thinking and Agility	Understands interdependency of wider systems. Communicates priorities and engages with interrelated systems to plan for transformation.	Understands the need to engage and empower wider system stakeholders. Identifies critical friends and system levers to support and inform practice.	Engages key influencers across system to align work with local priorities. Navigates transformation pathways with flexibility and responsiveness.	Maps transformation journey through relational connections and evidenced impact, articulating and leading system transformation via digital tools and collaborative relationships
Goal Setting, Monitoring, and Evaluation	Defines a goal that connects to health outcomes, and identifies potential impact on individuals and system.	Articulates explicit, time-bound, and achievable transformation goals. Establishes evidence base to measure value, citing external sources and research where appropriate.	Monitors and adjusts transformation efforts via reflective practice, collecting and responding to data with exploratory assessment insights and questions.	Articulates experiential journey, goals, and assessment so that others can apply learnings to new models, and applies evaluation for system transformation.
Evidence-based Strategy and Practice	Familiar with skills needed to support transformation. Understands need to promote value with evidence, and asks questions about what evidence best demonstrates viability.	Seeks opportunities to uncover and establish research and evidence base to define value, identify stakeholder and system needs, and strategize for transformation.	Determines transformation value and viability using evidence to develop and articulate strategy. Explores creative methods for evaluating outcomes and analysing data. Curates methods relative to organisation/system need.	Fosters others' development in understanding and applying research and evidence-based practices to drive transformation, and identifies gaps in existing research to inform future strategy.
Communication and Relationship Management	Understands need for transformation, and feels ready to communicate thoughtfully and develop successful, collaborative relationships.	Articulates evidence-based needs and value for change in messages that spark interest and build critical relationships intended to promote decisive action.	Differentiates and effectively delivers focused messaging to engender adoption, advance systemic change, and, to drive transformation.	Influences other innovative leaders and builds their capacity to communicate and advocate effectively with stakeholders, navigating communication within diverse power structures.
Digital Integration	Utilises technology to manage professional responsibilities, expand capacity, and engage in synchronous and asynchronous collaboration to transfer knowledge.	Applies appropriate digital tools to communicate and build learning networks with stakeholders to improve. Engages in synchronous and asynchronous collaboration to build and apply knowledge.	Optimises technology to collect data for continuous improvement. Facilitates synchronous and asynchronous collaborative data to evaluate activities and alignment with system priorities.	Leads transformation to create new forms of, and uses for, digital technology as a tool for communication and change. Inventively connects technology in order to improve outcomes.